

# **CITY OF SEDONA**

## **STRATEGIC GOALS & PRIORITIES**

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# **City of Sedona**

## **Strategic Goals & Priorities**

### **Vision Statement from the Community Plan**

The vision that the citizens have for the future of their City is . . .

*To be a city that is constantly vigilant over the preservation of its natural beauty, scenic vistas, pristine environment and cultural heritage.*

*To be a city that retains its small-town character and creates its manmade improvements in strict harmony with nature.*

*To be a city that is animated by the arts, and lives with a spirit of volunteerism to help achieve our common goals.*

*To be a city that offers equal opportunities for all and fosters a sense of community.*

*To be a city that welcomes and accommodates all of its visitors and future residents with a spirit of fellowship.*

*To be a city that retains and enhances a strong and vital economy, which preserves existing lifestyles without exploiting the natural beauty.*

*And finally,*

*To be a city that lives up to the challenge of proper stewardship of one of the earth's great treasures.*

### **Core Values for the City of Sedona**

Fairness Integrity Respect Caring Honesty
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# **CITY OF SEDONA STRATEGIC GOALS & PRIORITIES**

## **OVERVIEW**

The City of Sedona's Strategic Goals & Priorities is a document that guides the City in its planning and prioritization process over a 3-5 year time frame. For the most part, the goals and objectives grow out of the Sedona Community Plan. The Community Plan is a document that guides the City in its planning directions over a period of 10+ years. Goals and objectives relating to citizen outreach efforts, employee excellence, and budgeting strategies do not specifically appear in the Community Plan but are generally supported by the Community Plan.

During the annual budget process, priorities are set by the City Council based upon the Strategic Goals & Priorities. This occurs during the update of the Strategic Goals & Priorities and the City Council's Goal setting process. Issue Papers and Decision Packages are developed that aid in the budgeting process. The budget then sets the priorities for ongoing services and continuing and new projects for the fiscal year.

The Community Plan contains fourteen separate elements. The key components of the Community Plan are:

Growth Area	Land Use
Housing	Circulation
Regional Coordination	Open Space
Environmental Planning	Water Resources
Community Facilities, Services and Recreation	Cost of Development
Economic Development	Tourism
Historic Preservation	Arts and Culture.

The organization of the Strategic Goals & Priorities focuses the fourteen Community Plan elements (contained in text boxes below) into 5 key categories plus one that is not a Community Plan element:

- **Infrastructure**
- **Environment**
- **Smart Growth Management**
- **Quality of Life**
- **Vibrant Economy**
- **Responsive Government** (Not a Community Plan element)

For each key category, the corresponding Community Plan element(s) will be listed with its vision statement.

# INFRASTRUCTURE

## **Community Plan Vision for Community Facilities, Services & Recreation**

Achieve a creative, orderly efficient, community facilities, services and recreational framework that meet the needs of all age groups. Through enhanced community awareness and a spirit of volunteerism, community facilities can be sensitively and successfully integrated into the natural environment with necessary services implemented at the lowest possible cost to the general public.

### **Goal # 1**

Complete and maintain a centralized wastewater system that protects the environment and the public health and safety of the community.

#### **Objectives**

1. Develop long-term, environmentally responsible reclaimed water alternatives that put our water resources to the highest and best use.
2. Re-evaluate the current Wastewater Master Plan optimizing wastewater treatment with consideration for the environment, economics and citizen sensitivity.

### **Goal # 2**

Assure that the City of Sedona provides its residents and visitors with accessible parks, recreational, and public facilities.

#### **Objectives**

1. Continue exploration of opportunities for the development and maintenance of parks and other recreational and public facilities.
2. Explore the possibility of land acquisitions for future community needs.

## **Community Plan Vision for Circulation**

Provides environmentally sensitive & aesthetic integration of a circulation network that efficiently & safely transports residents & visitors throughout the region, with an emphasis on non-motorized & transit-related travel modes.

As planned improvements are considered, it will be critical that the community is significantly involved in the planning process to ensure that solutions are agreed upon which maintain environmental quality, community character and meet future needs.

### **Goal # 3**

Alleviate congestion and inadequate circulation through an improved road system as well as pedestrian, multi-modal, and non-motorized transportation to facilitate the health, welfare, safety, and accessibility of our citizens and visitors.

#### **Objectives**

1. Continue to interface the major highway improvement plans consistent with the Community Plan and in conjunction with ADOT.
2. Reevaluate and implement current plans such as the Connector Study and West Sedona Commercial Corridor Study.
3. Improve multi-modal safety for all forms of transportation on SR 89A.
4. Continue road and traffic improvements and cooperate with other agencies for emergency preparedness and response.
5. Continue exploration and development of parking facilities in Uptown, including buses and RVs.
6. Implement the transit plan and consider future expansion that includes other governmental entities.
7. Continue to implement pedestrian and bicycle improvements as provided in the Trails and Urban Pathways Plan, other adopted plans and where feasible within existing public right-of-ways.
8. Evaluate recommendations for Uptown pedestrian improvements relative to Trails and Urban Pathways Plan.

#### **Community Plan Vision for Water Resources**

Ensure adequate water sources and associated infrastructure to serve the needs of existing and future water users in the City of Sedona.

### **Goal # 4**

Ensure that the City of Sedona has a sufficient quantity and quality of water for all uses.

#### **Objectives**

1. Support and participate in the development of a regional water resource study and comprehensive groundwater database that could include effluent recharge, through cooperation with other agencies, organizations, and water companies.
2. Work with Yavapai County Water Advisory Committee and Coconino Plateau Group to develop long-term hydrological studies.
3. Investigate the possibilities of acquiring local or private water companies
4. Develop reclaimed water reuse and aquifer recharge projects, including National Pollutant Discharge Elimination System (NPDES) Point Source discharge.
5. Continue to partner with the water companies to create community water conservation educational programs through the work of the Water Advisory Committee and other partnerships.
6. Partner with the Water Companies, the Fire District, and other interested partners in developing a water infrastructure plan.

### **Community Plan Vision for Environmental Planning**

Preserve Sedona's natural beauty, environmental quality & vital natural resources through appropriate stewardship of the land, ensuring visual & physical harmony between the natural & manmade environment.

#### **Goal # 5**

Implement a Storm Water Management Plan to comply with the Federal Storm Water Regulations, Phase II.

##### **Objectives**

1. Continue to provide public education and outreach to understand the significance of storm water pollution.
2. Continue to monitor construction sites to limit pollutants into the storm water system.
3. Determine illicit storm water connections and discharges as part of the National Pollutant Discharge Elimination System (NPDES) permit process.
4. Implement the storm water management and development program.

## **ENVIRONMENT**

### **Community Plan Vision for Environmental Planning**

Preserve Sedona's natural beauty, environmental quality & vital natural resources through appropriate stewardship of the land, ensuring visual & physical harmony between the natural & man made environment.

#### **Goal # 1**

Maintain high standards of air and water quality and minimize the negative noise, light, and view impacts of development.

##### **Objectives**

1. Encourage businesses to reduce air pollution.
2. Continue to evaluate the effects of outside burning in partnership with Keep Sedona Beautiful.
3. Facilitate the implementation of plans and programs to ensure that natural resources are managed for present and future generations.
4. Continue liaison work with the Sedona Airport Authority regarding airport noise and other issues.
5. Continue to pursue undergrounding of existing power lines in highly visible areas through agreement with APS.

### **Community Plan Vision for Open Space**

Ensure that a significant amount of open space will be a strong determining factor in the character of Sedona and the Verde Valley region. Maintain the value of Sedona's scenic and natural resources, including the protection and integration of open space as key elements of our economic strength and quality of life. In addition to open space preservation, a comprehensive system of parks and trails should be established to meet the recreational needs of the community and provide access to open space areas for the enjoyment of the public.

### **Goal # 2**

Recognize the interdependence between business and natural environments, including native wildlife and vegetation habitats.

#### **Objectives**

1. Continue to cooperate with other agencies to protect critical ecological habitats, wildlife corridors, and scenic views.
2. Continue to implement planning for developments that stress environmental sensitivity.
3. Develop Native Plants Ordinance for new developments and redevelopment.
4. Investigate "clean burning" city vehicles for new acquisitions.
5. Evaluate and implement an ordinance/plan to protect hilltops and ridges that effect major view corridors.

### **Goal # 3**

Promote citywide recycling by reduction, reusing, and recycling city waste.

#### **Objectives**

1. Continue working with Sedona Recycles.
2. Encourage use of recycled materials.

### **Goal # 4**

Encourage the use of sustainable building techniques that promote environmentally friendly "Green Development" concepts modeling the concepts in City facilities.

## **SMART GROWTH MANAGEMENT**

### **Community Plan Vision for Growth Area**

Promote infill and prohibit sprawl by providing a rational pattern of land development, utilizing the existing private land base to meet the needs of Sedona's population once this land base is built out.



### **Community Plan Vision for Land Use**

Maintain the value of Sedona's scenic and natural resources, which are the keystones of our economic strength and quality of life. Enhance and preserve the natural beauty of the area and retain the small-town character of Sedona, recognizing the importance of appreciating and protecting Open Space and ensuring its integration with the built environment. Ensure that growth does not exceed the projected buildout of the community and that future development occurs in a manner that promotes a high level of social interaction.

#### **Goal # 1**

Prohibit urban sprawl by retaining the existing geographic limits of the private lands within and surrounding the city.

##### **Objectives**

1. Support the policies of U.S. Forest Service Plan Amendment 12 and/or the National Scenic Area designation that do not allow land trades within or adjacent to the City for private development except for the Chapel site and USFS Ranger Station. Work with the Forest Service to identify public and semi-public needs and infrastructure extensions that might allow for exceptions to this policy.
2. Maintain the lowest residential densities adjacent to national forest lands.
3. Evaluate City annexation options.
4. Promote more effective planning techniques by encouraging cluster-housing concepts to eliminate urban sprawl.

#### **Goal # 2**

Promote our small town character and quality of life and provide integration of the manmade with the natural environment.

##### **Objectives**

1. Continue to review the Community Plan/City Codes/Land Development Code for compliance with legal requirements.
2. Review City appeals process.

### **Community Plan Vision for Regional Coordination**

Foster a harmonious interaction with the communities and rural areas in the Sedona area, and work toward the mutual support of a regional growth management policy based on needs, goals, assets and resources.

#### **Goal # 3**

Continue to participate in the development of regional planning efforts with other regional agencies and jurisdictions.

### **Objectives**

1. Coordinate with other jurisdictions, agencies and citizens in developing elements of a Regional Plan where appropriate. Areas included, but not limited to, are:
  - a. Open space and recreation/development patterns
  - b. Economic development
  - c. Land use
  - d. Housing
  - e. Multi-modal traffic circulation, infrastructure & improvements (including vehicular, pedestrian, air and transit)
  - f. Growth areas
  - g. Environment
  - h. Water resources
  - i. Cost of development
  - j. Regional equestrian trails
  - k. Regional facilities i.e. recreation, performing arts
  - l. Work force development
2. Participate with other jurisdictions in the review of development proposals that have regional significance and evaluate these proposals relative to the adopted regional resolutions.

## **QUALITY OF LIFE**

### **Community Plan Vision for Housing**

Provide equal opportunity choices for shelter, well insulated from high volume roadways, aviation and other noise, and non-residential land uses. Housing should foster a sense of neighborhood among nearby residents and a sense of community through linkage with surrounding neighborhoods.

### **Goal # 1**

Examine issues to increase the affordability of housing for a broader demographic range and assess ways to create additional housing.

### **Objectives**

1. Develop a balanced program of incentives, requirements, and oversight.
2. Develop a plan to address workforce housing for varied income levels of those employed in Sedona.

### **Community Plan Vision for Arts & Culture**

Sedona is a unique community, combining opportunities for the appreciation of its spectacular natural landscape with the excellence of its arts and culture experiences, thus contributing to a vibrant economy and the highest quality of life.

### **Goal # 2**

Serve the community with a variety of arts and cultural opportunities and experiences.

### **Objectives**

1. Continue to develop art in public places within the community.
2. Promote art education programs in the community.
3. Continue and expand performing arts programs based on identified community needs.
4. Pursue alternatives to maintain the benefit of the Cultural Park complex.
5. Encourage arts and cultural organizations and programs.
6. Continue to explore options for a Performing Arts Center.
7. Continue to support the arts community through artist and arts organization grants.

### **Community Plan Vision for Community Facilities, Services and Recreation**

Achieve a creative, orderly, efficient, community facilities, services and recreational framework that meets the needs of all age groups. Through enhanced community awareness and a spirit of volunteerism, community facilities can be sensitively and successfully integrated into the natural environment with necessary services implemented at the lowest possible cost to the general public.

### **Goal # 3**

Serve the community with a variety of recreational opportunities to enrich their lives.

### **Objectives**

1. Investigate new opportunities for partnerships to develop indoor and outdoor recreation facilities.
2. Implement urban trails and pathways plan and continue to explore opportunities for a public creek walk.
3. Maintain and expand current parks and recreation programs based on identified community needs.

### **Goal # 4**

Promote a healthier and safer community accessible to all.

### **Objectives**

1. Continue to promote and improve ongoing community oriented policing programs.
2. Utilize neighborhood outreach programs to identify neighborhood problems and concerns.
3. Continue and expand community health, safety, and drug prevention/demand reduction, and educational programs based on community needs.
4. Continue and expand the Police Department's public safety and emergency services partnerships based on community needs.
5. Continue to plan for and update the Emergency Response Plan to address issues of Homeland Security and Emergency Preparedness for events such as Forest Fires and Floods.
6. Enhance Police Department radio and data coverage for communications in Sedona.

### **Goal # 5**

Ensure the long-term preservation of locally significant historic properties and the continuing development of a sense of historic pride.

#### **Objectives**

1. Continue to recognize Local Historic Landmarks and Historic Districts and pursue National Historic Register listing of local historic Properties.
2. Continue to develop education and entertainment activities that inform and promote public commitment to historic preservation.
3. Develop incentives for owners of Historic Properties, including incentives to preserve historic structures within proposed development projects.

## **VITAL ECONOMY**

The Community Plan addresses the Economy under two sections: **Economic Development & Tourism**. The goals come from the work of the Focused Future Strategic Plan. A generally stated goal in the Tourism section is: Maintain the value of Sedona's small town character, scenic beauty and natural resources which are the foundation of our economic strength and quality of life.

### **Goal # 1**

Encourage economic opportunities and a diverse economy that embrace and are consistent with our commitment to the environment and quality of life.

#### **Objective**

1. Continue partnerships and cooperative efforts with appropriate organizations and periodically measure the effectiveness of these programs.
2. Do periodic economic forecasting and determine effective measures for current and future viability for film, tourism, arts and culture, business vitality/enhancement and other areas as appropriate.
3. Continue the support of local businesses through the Business Promotion Grants program and periodically measure its effectiveness.
4. Incorporate Focused Future II Task Force Implementation Steps into a formal action plan with funding and human resources.
5. Pursue alternatives to achieve the benefits of the Cultural Park complex.
6. Explore possibilities for using City properties for economic advantage.
7. Investigate methods for greater compliance of tax and fee programs.
8. Plan remaining commercial open space for economic objectives.

# RESPONSIVE GOVERNMENT

Responsive Government is not a specific element in the Community Plan, but is interwoven throughout many elements. It addresses the quality of local government, its innovation and responsiveness to citizens.

## **Goal # 1**

Establish an environment that promotes quality improvement programs through innovation and the continual improvement of City staff and resources to better serve our citizens.

### **Objectives**

1. Continue implementation of quality improvement programs.
2. Continue to research and evaluate best practices in other municipalities and apply in the City of Sedona as appropriate.
3. Maintain participatory management and supervisor training.

## **Goal # 2**

Build employee commitment to our vision and core values.

### **Objectives**

1. Continue to incorporate vision and core values into new employee orientation.
2. Continue to develop processes to update and keep vision and core values current.

## **Goal # 3**

Build a partnership among City Council, Commissions, staff, citizens, and volunteers

### **Objectives**

1. Facilitate communication and involvement through periodic joint review of goals and objectives
2. Implement periodic team building exercises to renew commitment to partnerships.
3. Continue to improve the process of educating new City Council and Commission members for greater continuity and effectiveness.

## **Goal # 4**

Continue to improve communications and identify programs that enhance interaction with and between visitors and citizens.

### **Objectives**

1. Explore solutions for creatively engaging citizens and visitors in dialogue on key City issues.
2. Continue expansion of the government access channel.
3. Conduct a Town Hall Meeting at least once a year to acquire input and provide information to the public.
4. Study and adopt technologies that optimize Sedona's communications and service delivery systems.

5. Develop surveys to poll citizens on key issues confronting the community and on overall satisfaction with City services.
6. Research and develop some form of Customer Relationship Management program.
7. Continue with the Citizen's Police Academy.

**Goal # 5**

Build, maintain and utilize partnerships with community organizations and citizens.

**Objectives**

1. Investigate and define programs to utilize citizen and organizational expertise.

**Goal # 6**

Build and enhance positive relationships with the State, the Federal Government, Counties, Cities/Towns, the Fire District, the School District, and other local jurisdictions.

**Objectives**

1. Coordinate City Council attendance at key meetings.